

Proposed CalOMS Implementation Plan May 21, 2004

The CalOMS Treatment Workgroup, with the assistance of ADP staff, prepared a proposed plan and timeline for CalOMS implementation for review and consideration by the CalOMS Implementation Work Group (IWG). The IWG approved the proposed timeline on May 21, 2004.

Following is a high level description of key elements of this plan. This narrative is designed to provide an understanding of the high level project timeline graphic. The numbered paragraphs below correspond to the numbered blocks on the timeline graphic. The high level timeline is a summary of a detailed draft project plan and schedule that has been prepared by ADP staff and is available to the IWG.

The proposed plan identifies a series of milestones and intermediate steps that both ADP, the counties and providers would accomplish in order to meet the goals of CalOMS. ADP, counties and providers can be tracked along the timeline to measure progress towards achieving their milestones. As counties and providers develop their own implementation plans that reflect their specific needs, this information could be used to improve and refine the overall project plan.

1. Overall CalOMS requirements: The proposed plan assumes that the CalOMS scope, requirements and timeline will be identified and agreed to by project stakeholders by the end of June 2004.
2. County implementation strategy: The plan proposes that, after the scope and requirements are approved, each county, working with their contracted providers, would determine its approach and strategy for implementing those requirements and collecting the required data. One part of this approach is the strategy each county would use to implement the automated systems needed to collect and report the required data. This strategy might call for the modification of existing county systems or the development of new software systems. ADP proposes that each county identify its overall implementation strategy, obtain county approval of this strategy and report this to CADPAAC and ADP by the end of August 2004.
3. County project team and implementation plan: Once the overall strategy for each county has been identified, each county might then identify its CalOMS project team, i.e. the individual(s) that will lead and coordinate the counties' efforts to become ready for CalOMS. With the project team identified, the county might then develop its implementation plan, schedule and budget for meeting CalOMS requirements. This activity may include assessing the implementation needs of the county and its providers, establishing roles and responsibilities for various implementation activities, developing the plan and schedule for implementing CalOMS, identifying

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funding and resources, determining the approach for training and communications, and obtaining approval for the plan. The objective would be for each county to complete its plan by the end of January 2005.

If a county determines that they cannot achieve readiness for CalOMS within the general timeline, they would file a request for an exemption to CADPAAC and ADP and provide the timeline by which they think they can achieve readiness for CalOMS.

4. County contracts with providers: Each county would modify its Fiscal Year 2005/06 contracts with their county-contracted providers to include CalOMS reporting requirements, as necessary.
5. County/providers business procedures and forms: During the implementation of CalOMS, the counties will work with their service providers and system developers to modify and/or change their business procedures and forms to implement CalOMS requirements and collect the required client data. The project plan proposes that the development and implementation of new or modified business procedures could be done in parallel with the development of the automated systems designed to support those business procedures.
6. County automation strategies: As described above, each county would identify its strategy for implementing the automated systems capability needed to collect and report CalOMS data to ADP. For initial planning and discussion purposes, the counties/providers are grouped into three categories for identifying their potential automation strategy. If a county determines that their proposed automation strategy does not fit one of the categories described below, they would identify their proposed approach and timeline and notify CADPAAC and ADP. ADP would add their proposed timeline to the overall CalOMS plan.

The three county groups are:

- 6-1. **Counties that use existing in-house systems:** Some counties, such as Los Angeles and San Mateo, use existing “in-house” systems for client management that they plan to continue to use in the future. These counties may choose to modify and/or enhance their existing systems to meet the CalOMS requirements. “In-house” systems are customized automated systems developed, owned and supported by the county. These systems are typically not based on commercial software products. Counties with in-house systems may have their own technical resources, either employees or contractors, who could be used to modify the counties’ systems for CalOMS requirements more quickly than

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counties in other situations. Because technical resources may be available to them, these counties could be the first to begin client data collection under CalOMS.

- 6-2. **Counties using commercial systems:** Many counties use commercial software systems, such as the counties that use the ECHO software system, for client management that they may continue to use in the future. These counties may decide to place a change order with their commercial software company to have them modify and/or enhance their existing systems to meet the CalOMS requirements. This approach may require more time to make the modifications required for CalOMS compared to the first group above.
- 6-3. **Counties that need new software systems:** Many counties either do not have an existing automated system or need a new software system to meet CalOMS requirements. This includes counties submitting CADDs paper forms or are using systems that will be replaced by CalOMS, i.e. CADDs Web or CalTOP. These counties could participate in a consortium of counties, led by a Lead county, which might establish a contract with a software development firm to design and develop a basic client management software program that satisfies CalOMS requirements. This software might be designed to work on a variety of hardware and network platforms to provide maximum flexibility for county implementation. This group of counties is expected to require more time than the first two groups of counties because of the need to form a consortium, use a contractor to develop a new customized software system, conduct a pilot test of the new software at a small number of counties and implement the software system in a potentially larger number of counties.

One of the final steps in developing or modifying systems is testing. After technical staff or contractors have developed or modified the system, it would be wise for county staff to test the software to ensure that it meets their requirements. Once the counties have tested their systems, ADP staff would review and validate the data produced by the modified or new systems to ensure that CalOMS admission and discharge data is consistent with CalOMS requirements.

For each county group, the modified or newly-developed automation systems could be implemented at one or more counties for a pilot test prior to implementation in the other counties. The purpose of the pilot test is to identify and correct programming errors and verify that the automated system is ready to be implemented.

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Once the systems are tested and validated, the counties would implement the modified or new automated systems and begin collecting live CalOMS data at client admission and discharge. If a county implements their system and begins to collect client data before ADP's system is ready to begin receiving the data, the county would retain the client data until ADP's system is ready to receive it. When both the ADP and county systems are ready, the county would work with ADP staff to conduct a joint test of their systems to ensure they work together properly. After the joint ADP/county test is completed, the county would transmit all client data collected up to that point to ADP and begin regular monthly data file transmissions to ADP.

7. Statewide outcomes monitoring program: This represents the activities that ADP, in conjunction with CADPAAC, will undertake to coordinate the overall development and implementation of the statewide AOD outcomes monitoring program. This includes developing overall policies and procedures associated with CalOMS, resolving issues, preparing informational materials for the field regarding outcomes monitoring and the CalOMS project, facilitating communications, etc.
8. ADP and county contracts: To prepare for CalOMS implementation, ADP would work with the counties to modify the Fiscal Year 2005/06 county NNA contracts to include CalOMS requirements.
9. ADP technical assistance and field change management: ADP intends to provide some technical assistance to the field to foster the implementation of CalOMS. This may take the form of technical training, draft implementation plan templates, meeting facilitation, etc. ADP will work with the counties to identify the types of assistance needed.

Additionally, ADP plans to establish a contract with a field change management consultant that would work with the counties to help manage the changes required to meet CalOMS requirements and serve as the liaison between the counties and ADP for coordinating the changes required for CalOMS. The change management consultant would use the milestones identified in the timeline to measure the progress that the counties and ADP make towards reaching CalOMS goals.

10. ADP automation for CalOMS: Once the CalOMS requirements and timeline is finalized, ADP would develop its portion of the overall CalOMS system. ADP will modify its existing project documentation, obtain the approval of a new Special Project Report (SPR) from the Department of Finance, procure the services of a contractor to develop ADP's portion of the CalOMS system, test the system developed by the contractor, conduct

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joint testing with the counties to ensure that their systems interact with ADP's system properly, implement ADP's CalOMS system and operate and support the system.

11. Post-service follow-up: The proposed plan assumes that a third party entity, such as a research institution, would conduct the post-service follow-up interviews. The entity would work with ADP, the counties and providers to prepare and establish the post-service follow-up process. This includes preparing procedures, forms and briefing materials for clients. The follow-up entity(s) will develop and implement the automated systems they need to collect follow-up interview results and report the data to ADP.